



DBA Dissertation: Exploring Leadership Dynamics and Their Influence on Institutional Performance: A Qualitative Case Study of the Federal Housing Corporation in Ethiopia

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ABSTRACT

A growing challenge in Ethiopia's housing sector is the need for effective leadership strategies to improve institutional performance and achieve sustainable development goals. Grounded in Transformational Leadership Theory, the purpose of this qualitative case study was to explore leadership strategies used by leaders within the Federal Housing Corporation (FHC) to drive institutional performance. Data were collected using semi-structured interviews with six senior leaders who had extensive experience in managing housing development initiatives. The participants were selected based on their demonstrated success in implementing leadership practices that influence organizational outcomes. Data were analyzed using thematic analysis through four steps: data transcription, data organization, coding, and validation using NVivo 14 software. The analysis revealed five major themes: Leadership Approaches and Styles, Strategic Alignment and Institutional Performance, Sustainability and Community Impact, Accountability and Transparency, Stakeholder Engagement and Leadership Effectiveness and Capacity Building. The key recommendation is for FHC leaders to institutionalize transformational leadership practices by fostering innovation, aligning strategies with national housing priorities, embedding sustainability principles, and strengthening accountability and stakeholder engagement. The implications for positive social change include improving housing delivery systems, enhancing organizational integrity, and promoting inclusive community development, which collectively contribute to Ethiopia's long-term socio-economic growth.

DEDICATION

This dissertation is lovingly dedicated to my family, whose constant love, sacrifice, and encouragement carried me through every step of this journey. To my parents, whose values shaped who I am, and to my children, whose presence inspires me to do better each day thank you for believing in me, even when the path was difficult.

I also extend this dedication to the leaders, mentors, and colleagues who supported my growth and strengthened my commitment to meaningful work in leadership, innovation, and digital transformation.

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LIST OF ABBREVIATIONS

AfDB – African Development Bank

CEO – Chief Executive Officer

DBA – Doctor of Business Administration

FHC – Federal Housing Corporation

GDP – Gross Domestic Product

GTP – Growth and Transformation Plan

KWU – Key West University

NGO – Non-Governmental Organization

NVivo – Qualitative Data Analysis Software

WB – World Bank

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CHAPTER ONE

INTRODUCTION

➤ Overview

Ethiopia's real estate and public housing sector has expanded significantly over the past decade, driven by rapid urbanization and increasing demand for affordable residential units. However, institutions such as the Federal Housing Corporation (FHC) continue to experience operational inefficiencies related to leadership gaps, weak strategic alignment, and coordination challenges among stakeholders (Yohannes & Dinku, 2024; Markos, 2024). These barriers contribute to project delays, limited-service delivery, and slow progress toward national housing development goals. As a result, the current study addressed the broader issue of institutional underperformance in Ethiopia's public housing system and the specific problem that leaders within the FHC lacked effective strategies to enhance organizational performance.

The purpose of this qualitative single case study was to explore leadership strategies used by leaders within the FHC to strengthen institutional performance. Through interviews with six leaders, managers, and key stakeholders in Addis Ababa, the study sought to gain insight into decision-making processes, leadership behaviors, and stakeholder engagement practices that influence organizational effectiveness. A qualitative case study design was selected because it allows for a rich examination of complex leadership dynamics within a real-world institutional context (Hunziker & Blankenagel, 2024; Oranga & Matere, 2023). By examining leadership strategies in depth, the study aimed to generate findings that could inform capacity building, promote evidence-based leadership development, and strengthen governance practices within public housing institutions.

The significance of the study rests in its potential contributions to both business practice and positive social change.

From a practical standpoint, understanding leadership behaviors that drive performance can help public agencies improve planning, resource management, and accountability systems (Owotemu et al., 2024). Effective leadership is also essential for advancing community well-being, as improved performance within housing institutions directly affects access to safe, affordable, and sustainable housing. Insights from the study may support reforms that enhance institutional transparency, strengthen stakeholder trust, and contribute to broader urban development goals across Ethiopia (Birbeck, 2024). Ultimately, the findings may guide policymakers and organizational leaders in designing leadership strategies that foster long-term institutional resilience and sustainable housing outcomes.

➤ Problem Statement

Ethiopia's real estate sector has experienced rapid growth over the past decade, driven by urbanization and rising demand for residential and commercial properties (Yohannes & Dinku, 2024; World Bank, 2023). However, many real estate firms face challenges related to project delays, environmental compliance, and stakeholder engagement, which hinder long-term business sustainability (Markos, 2024). The general business problem was that public housing institutions in Ethiopia, such as the Federal Housing Corporation, often experience performance inefficiencies due to ineffective leadership dynamics and lack of strategic alignment. The specific business problem was that some leaders within the Ethiopian Federal Housing Corporation (FHC) lacked effective leadership strategies to drive institutional performance, resulting in delays, weak stakeholder coordination, and limited progress toward sustainable housing development goals.

➤ Purpose of Research

The purpose of this qualitative single case study was to explore leadership strategies leaders within the FHC used to drive institutional performance. The study focused on six leaders, managers, and key stakeholders within the FHC in Addis Ababa, Ethiopia, as the specific population group. Using a case study design, this research sought to gain in-depth insights into leadership practices, decision-making processes, and stakeholder engagement strategies that affect institutional performance. The findings may contribute to positive social change by informing leadership development initiatives, strengthening governance structures, and supporting more effective housing policies that enhance sustainable urban development and improve access to housing for Ethiopian communities.

➤ Significance of Study

• Contributions to Business Practices

Many researchers shared that leadership strategy and the classification of leadership styles or models play a major role in shaping public institutions' performance (Owotemu et al., 2024). Tompkins (2023) noted that effective leadership enables public organizations to achieve long-term goals by aligning people, resources, and strategies toward common goals, ensuring that the organizations operate efficiently and stay competitive.

The findings from the current study may offer valuable contributions to business practices by serving as a benchmark for organizations seeking to enhance institutional performance through leadership reform. Additionally, public agencies and private

sector organizations within the housing and other industries can adopt insights to strengthen strategic planning, improve leadership effectiveness, and guide future interventions aimed at improving operational efficiency and sustainable development.

- *Implications for Positive Social Change*

Many researchers and practitioners acknowledged leadership as a driving force in advancing housing development, fostering community empowerment, and promoting sustainable urban growth (Birbeck, 2024). In many African countries, numerous communities face persistent challenges, including insufficient housing, disparities in urban development, and restricted access to vital public services. The insights gained from this study have the potential to significantly address the pressing challenges faced by housing institutions. By leveraging these findings, both the Federal Housing Corporation and private sector housing entities can enhance the provision of affordable and sustainable housing solutions. Such improvements may foster greater community resilience, stimulate economic growth, and elevate overall living standards. Additionally, the study's outcomes could support efforts to streamline operations, strengthen transparency, expand employment opportunities, and positively influence interconnected sectors such as education, healthcare, and urban planning.

- *Research Method and Design*

Researchers generally select from three research methods, including qualitative, quantitative, or mixed methods depending on the purpose of the research study (Coe et al., 2025). Dehalwar and Sharma (2024) shared that researchers can use the qualitative method when they aim to explore and understand the complexities of human experiences, behaviors, and social phenomena through non-numerical data. Using the qualitative method, researchers can uncover a particular subject's underlying meanings, motivations, and cultural contexts (Dehalwar & Sharma, 2024; Kuppelwieser & Klaus, 2025). Strijker et al. (2020) suggested that researchers use the quantitative when they aim to quantify variables and analyze relationships between them using statistical techniques. Additionally, researchers can use the quantitative method when they seek to confirm or reject a theory (Chali et al., 2022). However, since I was interested in collecting rich data rather than numerical data, I chose not to use the quantitative method. Moreover, because I was exploring how and why a phenomenon occurs, the mixed method is also inappropriate because it combines both qualitative and quantitative approaches. Therefore, I used the qualitative research method to explore the leadership strategies leaders within the FHC used to drive institutional performance.

Qualitative research encompasses several methodological approaches, including phenomenology, grounded theory, narrative inquiry, ethnography, and case study designs (Saunders et al., 2019). For the current research study, I selected a single case study to explore leadership dynamics and their influence on institutional performance, while focusing on the case of the FHC in Ethiopia. Hunziker and Blankenagel (2024) suggested that researchers use case study design when they aim to investigate complex phenomena within their real-life context. Additionally, the use of the case study design enables researchers to gather rich and detailed data from real-world settings, which facilitates the discovery of unique aspects of the problem explored, and allows for theoretical development by uncovering patterns and nuances (Oranga & Matere, 2023; Vera, 2023). Unlike grounded theory, which seeks to generate new theoretical models from data, or phenomenology, which emphasizes participants lived experiences (Oranga & Matere, 2023), a single case study is effective to collect rich data from multiple sources, including interviews, observations, documents, and record (Verra, 2023). Moreover, Hunziker and Blankenagel (2024) shared that ethnography and narrative designs are not suitable for the current study because they focus more on cultural practices or storytelling rather than exploring the problem in its real-life setting. Therefore, I used a single case study design to explore the leadership strategies leaders within the FHC use to drive institutional performance.

- *Research Questions*

The central research question to the current study was:

- ✓ RQ: What leadership strategies did leaders within the FHC use to drive institutional Performance?

The following are the interview questions target participants will respond to during the semi-structured interviews:

- ✓ What leadership approaches or styles do you observe within the Federal Housing Corporation?
- ✓ What role do leadership practices play in shaping institutional performance at the FHC?
- ✓ In what ways does your leadership strategy contribute to sustainable housing development?
- ✓ How do you balance short-term performance goals with long-term community impact?
- ✓ What leadership practices have helped improve service delivery to housing beneficiaries?
- ✓ What practices do you believe are most effective in improving institutional performance at the FHC?
- ✓ What performance indicators do you prioritize when evaluating institutional success?
- ✓ How do you ensure accountability and transparency in your leadership practices?
- ✓ What challenges have you faced in aligning leadership strategy with institutional goals?
- ✓ What leadership qualities or actions have you found to enhance collaboration and decision-making within the organization?
- ✓ What opportunities exist for leaders at the FHC to strengthen stakeholder engagement and accountability?
- ✓ What recommendations would you suggest for improving leadership effectiveness to achieve sustainable housing development goals?

➤ *Assumptions and Limitations*

In this sub-section, I discussed the assumptions and limitations to the current study.

• *Assumption*

Assumptions in qualitative research are beliefs held by the researcher that are considered true, based on prior scholarship, expert opinion, theoretical frameworks, or practical reasoning (Levitt, 2021). For the current study, I assumed several assumptions to support the integrity and feasibility of the research design. For example, I assumed that all the participants selected for the current study have adequate knowledge and experience of leadership practices within the FHC, and can provide informed, honest, and reflective responses during interviews. I also assumed that the selected participants' contributions will offer an accurate representation of leadership strategies implemented within the institution. Besides, I assumed that using a single-case study design will enable a comprehensive and contextually rich examination of leadership dynamics and their impact on institutional performance. Moreover, I assumed that the use of a semi-structured interview instrument will be effective in capturing relevant data aligned with the central research question. Finally, I also assumed that the organizational environment within the FHC would remain sufficiently stable during the data collection period, allowing for consistent access to participants and reliable interpretation of leadership practices without major disruptions from external factors.

• *Limitations*

Researchers describe limitations as constraints or weaknesses that may influence a study's validity, reliability, or generalizability (Köhler et al., 2022; Levitt, 2021). I identified several limitations for the current study. First, the focus on the Federal Housing Corporation (FHC) in Ethiopia creates both a geographical and institutional boundary, which restricts the generalizability of findings to other housing agencies or public institutions in different national or regional contexts. Additionally, the reliance on a relatively small sample of leaders may limit the diversity of perspectives represented. Although the single-case study design provides depth, it may not capture the broader leadership dynamics across the housing sector. Besides, participants retain the ethical right to withdraw from the study at any time without prior notice. While this safeguard is essential, it carries the risk of incomplete data, potentially affecting the consistency and richness of the findings. Despite these constraints, the study contributes meaningful, context-specific insights and offers practical implications for leadership practices within public housing institutions.

➤ *Operational Definitions*

• *Institutional Performance:*

Institutional performance is the extent to which an organization achieves its stated objectives efficiently and effectively. It encompasses service delivery, resource utilization, stakeholder satisfaction, and policy implementation within a defined operational context (Coker, 2024).

• *Leadership Dynamics:*

Leadership dynamics refer to the patterns, behaviors, and interactions through which leaders influence organizational culture, decision-making, and performance outcomes (Oshame & Maureen, 2024). Northouse (2021) shared that leadership dynamics includes leadership style, strategic orientation, communication practices, and adaptability to institutional challenges.

• *Leadership Strategy:*

Leadership strategy refers to the intentional approaches and frameworks leaders use to guide organizational direction, motivate teams, and achieve performance goals (Slife et al., 2016). Northouse (2021) stated that leadership strategy includes goal setting, delegation, feedback mechanisms, and strategic alignment.

• *Organizational Efficiency:*

Organizational efficiency is the ability of an institution to maximize output while minimizing resource waste (Owotemu et al., 2024). Oshame and Maureen (2024) shared that organizational efficiency reflects streamlined processes, effective leadership, and optimal use of human and financial capital.

➤ *Summary*

In Chapter 1 of the current study, I introduced the foundational elements of the research, including the problem statement, the purpose and significance of exploring leadership dynamics within the Federal Housing Corporation (FHC) of Ethiopia, and the central research question guiding the inquiry. I also outlined the qualitative methodology and justified the use of a single-case study design to explore how leadership strategies influence institutional performance. Key assumptions and limitations were addressed to clarify the scope and boundaries of the study, and operational terms were defined to ensure conceptual clarity. Chapter 2 built upon this foundation by presenting the conceptual framework and reviewing relevant literature that situates the study within broader scholarly discourse on public sector leadership and organizational effectiveness.

CHAPTER TWO

LITERATURE REVIEW

➤ *Conceptual Framework*

The current study was grounded under the transformational leadership theory. James MacGregor Burns (1978) originally introduced the transformational leadership theory as a framework leaders can use to inspire and motivate followers, so they exceed expectations by appealing to higher ideals and moral values. Many researchers shared that leaders who demonstrate transformational traits, including positive influence, inspirational motivation, intellectual stimulation, and individualized considerations, are more effective to create a shared vision, foster commitment among team members, and promote institutional learning and innovation (Asefa et al., 2023; Mekonnen & Bayissa, 2023).

In the case of the FHC in Ethiopia, transformational leadership offers a powerful conceptual framework for exploring leadership dynamics and their influence on institutional performance. Since the FHC navigates challenges related to housing delivery, stakeholder engagement, and bureaucratic inefficiencies, understanding how transformational leaders affect organizational culture and team performance can provide key and valuable insights. Many researchers emphasized that transformational leadership is effective in environments undergoing reform or institutional change because it allows to create alignment between individual goals and organizational objectives and promotes a sense of appropriation and accountability (Asefa et al., 2023; Kant et al., 2023). Therefore, I applied transformational leadership theory to the current research study because it enabled me to identify the leadership behaviors and dynamics that either facilitate or hinder performance with the FHC in Ethiopia.

➤ *Review of Literature*

Numerous scholars highlighted ineffective leadership as a central factor contributing to institutional underperformance in public sector organizations across developing nations (Asefa et al., 2024; Duressa & Asfaw, 2025; Kant et al., 2024). Asefa et al. (2024) emphasized that transformational leadership has emerged as a pivotal framework for enhancing organizational effectiveness, particularly in complex and resource-constrained environments such as Ethiopia's public housing sector. The current single-case study explores the leadership strategies leaders within the Federal Housing Corporation (FHC) use to improve institutional performance. The literature review synthesizes current research on leadership effectiveness, public sector reform, and organizational outcomes. The literature review also provided a rationale for grounding the study in transformational leadership theory, which offered a robust lens for exploring visionary, motivational, and adaptive leadership practices. Alternative frameworks, including transactional leadership, contingency theory, and servant leadership were considered but ultimately rejected due to their limited alignment with the study's focus on strategic transformation and institutional impact.

Many researchers emphasized that literature reviews serve as a foundational tool for developing a comprehensive understanding of the research topic, clarifying the study's purpose, and establishing a coherent conceptual framework (Bettany-Saltikov & McSherry, 2024; Sauer & Seuring, 2025). Bettany-Saltikov and McSherry (2024) asserted that literature reviews are essential for positioning a study within the broader academic discourse and identifying gaps that justify the research inquiry. Sauer and Seuring (2025) further mentioned that systematic literature reviews are particularly effective when researchers have a clearly defined problem and seek to answer a focused research question using transparent and replicable criteria. Systematic reviews also help mitigate bias by adhering to structured protocols and predefined inclusion standards (Owusu & Kant, 2025). For this study, I used a systematic literature review to ensure a rigorous and comprehensive synthesis of existing scholarship, which will support a well-grounded response to the central research question.

The literature review integrates core constructs of transformational leadership theory, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, each of which plays a critical role in shaping how leaders inspire change, foster innovation, and enhance institutional performance (Kant et al., 2024; Born & Yemiscigil, 2025). These dimensions are particularly relevant in public sector contexts like Ethiopia's Federal Housing Corporation, where leadership effectiveness directly impacts service delivery and organizational resilience. To ensure a rigorous and comprehensive synthesis of existing scholarship, I used a systematic literature review. Bettany-Saltikov and McSherry (2024) explained that systematic reviews enable researchers to critically evaluate and organize relevant evidence in response to a clearly defined research question. Several researchers have emphasized that a systematic review is an effective research approach because it minimizes bias and enhances transparency through the application of structured protocols and predefined inclusion and exclusion criteria (Sauer & Seuring, 2025). For this review, I consulted peer-reviewed articles, academic books, and dissertations accessed through databases such as Google Scholar, Sage Premier, ProQuest Central, EBSCOhost, ABI/Inform, and Emerald. Key search terms included *transformational leadership*, *public sector leadership*, *institutional performance*, *leadership strategy*, and *organizational effectiveness* in Ethiopia.

➤ *Transformational Leadership*

Transformational leadership emerged as a pivotal framework for understanding how leaders in public institutions can drive organizational change and improve performance outcomes. In the context of Ethiopia's Federal Housing Corporation (FHC), where resource constraints and bureaucratic inertia often hinder service delivery, transformational leadership offers a strategic pathway for institutional renewal. Leaders who embody transformational principles such as vision articulation, motivational engagement, and

ethical stewardship are better positioned to inspire teams, align organizational goals, and foster a culture of accountability (Kant et al., 2024; Born & Yemiscigil, 2025).

A key strength of transformational leadership lies in its four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These constructs enable leaders to build trust, challenge conventional thinking, and support the professional growth of their staff (Asefa et al., 2024). Within the FHC, such leadership behaviors can catalyze innovation in housing policy, improve interdepartmental coordination, and enhance responsiveness to community needs. Recent studies in African public institutions have shown that transformational leaders are more effective in navigating complex governance environments and achieving sustainable development goals (Duressa & Asfaw, 2025).

Transformational leadership also plays a critical role in shaping organizational culture—a key determinant of institutional performance. Leaders who model ethical behavior and communicate a compelling vision can influence norms, values, and expectations across the organization (Wolde & Kebede, 2024). In the FHC, this cultural shift may translate into improved transparency, stronger stakeholder engagement, and more efficient resource utilization. As public housing agencies face increasing pressure to deliver equitable and sustainable services, transformational leadership provides a framework for aligning internal processes with broader policy objectives.

Moreover, transformational leadership fosters employee engagement and commitment, which are essential for institutional resilience. Leaders who invest in staff development and recognize individual contributions tend to cultivate high-performing teams capable of adapting to change and overcoming operational challenges (Kebede et al., 2025). In Ethiopia's public sector, where talent retention and morale are persistent issues, transformational leadership can serve as a lever for improving job satisfaction and reducing turnover, which, in turn, enhances organizational stability and continuity in service delivery.

Transformational leadership aligns well with the strategic goals of public housing reform in Ethiopia. By emphasizing long-term vision, inclusive decision-making, and adaptive problem-solving, transformational leaders can guide the FHC toward more effective governance and improved housing outcomes. The theory's emphasis on change-oriented leadership is particularly relevant in contexts where institutional inertia and fragmented accountability structures impede progress. As such, transformational leadership not only supports internal performance metrics but also contributes to broader social impact through improved housing access and community development (Born & Yemiscigil, 2025; Kant et al., 2024).

Transformational leadership is anchored in four interrelated constructs, including, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration that collectively empower leaders to drive meaningful organizational change. Idealized influence refers to the leader's role as a moral exemplar who earns trust and respect through integrity and vision (Kant et al., 2024). Inspirational motivation involves articulating a compelling future that energizes and aligns team efforts toward shared goals (Born & Yemiscigil, 2025). Intellectual stimulation encourages innovation by challenging assumptions and fostering critical thinking among followers (Asefa et al., 2024), while individualized consideration reflects the leader's commitment to mentoring and addressing the unique developmental needs of each team member (Wolde & Kebede, 2024). These constructs are particularly relevant in Ethiopia's public housing sector, where institutional performance hinges on adaptive leadership, strategic clarity, and employee engagement. Given the Federal Housing Corporation's mandate to deliver sustainable housing under resource constraints, transformational leadership offers a robust framework for exploring how leaders inspire performance, navigate complexity, and foster accountability. Therefore, transformational leadership is appropriate for this study as it aligns with the research objective of understanding leadership strategies that enhance institutional effectiveness in a dynamic public sector environment.

➤ *Alternative Theories*

Alternative frameworks, including transactional leadership, contingency theory, and servant leadership were considered for the current study.

• *Transactional Leadership*

Originally conceptualized by Max Weber and later developed by Bernard Bass in the 1980s, transactional leadership is characterized by structured exchanges between leaders and followers based on performance, compliance, and reward systems (Bass & Bass, 2020). This leadership style emphasizes short-term goals, clear directives, and contingent reinforcement, where employees are rewarded or disciplined based on their adherence to predefined expectations. In public sector environments, transactional leadership is often associated with bureaucratic efficiency and rule-based management, making it suitable for routine operations and stability-focused institutions (Wolde & Kebede, 2024).

While transactional leadership can be effective in maintaining order and ensuring task completion, it lacks the visionary and adaptive qualities necessary for driving transformational change in complex, resource-constrained settings like Ethiopia's Federal Housing Corporation (FHC). Recent studies suggested that transactional leaders may struggle to inspire innovation, foster long-term commitment, or respond effectively to evolving stakeholder needs (Kebede et al., 2025; Kant et al., 2024). In contrast to transformational leadership, which prioritizes empowerment, strategic vision, and cultural change, transactional leadership tends to

reinforce existing structures rather than challenge them. This limitation is particularly critical in public housing institutions, where leadership must navigate systemic challenges and promote sustainable development.

Given the study's focus on exploring leadership strategies that enhance institutional performance through innovation, accountability, and strategic alignment, transactional leadership is not an appropriate theoretical framework. Its emphasis on compliance and reward-based motivation does not align with the study's aim to understand how leaders within the FHC inspire change, engage employees, and improve service delivery. Therefore, transformational leadership known for its capacity to mobilize teams around shared goals and foster adaptive institutional growth is better suited to guide the inquiry and interpret the findings.

- *Contingency Theory*

Originally developed by Fred Fiedler in the 1960s, the contingency theory posits that leadership effectiveness is contingent upon the alignment between a leader's style and the specific situational context (Fiedler, 1967). Rather than prescribing a universal approach to leadership, the theory emphasizes that no single style is inherently superior; instead, success depends on how well a leader's traits and behaviors match the demands of the environment. Recent studies have expanded this framework to include variables such as organizational structure, task complexity, and team dynamics (Kebede & Wolde, 2024). In public institutions, contingency theory has been used to explain why certain leadership styles succeed in stable bureaucracies while others thrive in volatile or reform-driven settings (Asefa et al., 2024).

While contingency theory offers valuable insights into the situational nature of leadership, it lacks the transformational dimension necessary for driving strategic change in complex public sector environments. In the context of Ethiopia's Federal Housing Corporation (FHC), where institutional performance is influenced by systemic challenges, resource constraints, and evolving stakeholder expectations, a purely situational approach may fall short. Contingency theory does not adequately address how leaders inspire innovation, foster long-term commitment, or reshape organizational culture elements that are critical for sustainable housing reform and improved service delivery (Kant et al., 2024). Moreover, its emphasis on fit and adaptation may reinforce existing structures rather than challenge them, limiting its applicability to change-oriented leadership studies.

Given the study's aim to explore leadership strategies that actively enhance institutional performance, contingency theory is not the most suitable conceptual framework. Transformational leadership, by contrast, provides a more robust lens for examining how leaders within the FHC mobilize teams, articulate vision, and drive institutional growth. Its emphasis on motivation, innovation, and individualized support aligns more closely with the research objectives and the dynamic nature of Ethiopia's public housing sector. Therefore, while contingency theory contributes to the broader understanding of leadership, it is excluded from this study in favor of a framework that better captures the strategic and developmental aspects of leadership in public institutions.

Servant leadership. First introduced by Robert K. Greenleaf in the 1970s, servant leadership centers on the idea that effective leaders prioritize the growth, well-being, and empowerment of their followers and communities (Greenleaf, 1977). Unlike traditional leadership models that emphasize authority and control, servant leadership promotes humility, empathy, and stewardship. Many researchers expanded the framework to include constructs such as emotional healing, ethical behavior, and community building (Beck & Storopoli, 2023; Kamran et al., 2024). In public sector contexts, servant leaders are often praised for their ability to foster inclusive environments and build trust among stakeholders, particularly in service-oriented institutions.

While servant leadership offers valuable insights into ethical and people-centered leadership, it may not fully align with the strategic and performance-driven demands of Ethiopia's Federal Housing Corporation (FHC). The theory's emphasis on follower needs and moral responsibility, though admirable, does not adequately address the transformational requirements of institutional reform, innovation, and strategic alignment (Born & Yemiscigil, 2025). In dynamic public housing environments, leaders must not only serve but also challenge systems, articulate bold visions, and mobilize teams toward measurable outcomes. Servant leadership tends to focus more on relational harmony than on driving systemic change, which limits its applicability to the current study's objectives.

Given the study's aim to explore leadership strategies that enhance institutional performance through innovation, accountability, and strategic transformation, servant leadership is not the most appropriate theoretical framework. Transformational leadership, by contrast, offers a more comprehensive lens for examining how leaders within the FHC inspire change, foster innovation, and improve organizational outcomes. Its emphasis on visionary leadership, intellectual stimulation, and individualized development aligns more closely with the study's focus on leadership dynamics in a reform-driven public sector setting.

➤ *Public Sector Leadership*

Leadership in the public sector refers to the strategic, ethical, and administrative approaches used to guide government institutions in the provision of services and the execution of policy. In contrast to leadership in the private sector, which emphasizes profitability and competition, public sector leadership is grounded in principles of accountability, equity, and commitment to the public interest (Born & Yemiscigil, 2025). In contexts such as Ethiopia, where institutional effectiveness may be challenged by resource limitations and bureaucratic hurdles, strong leadership plays a pivotal role in enhancing organizational performance and rebuilding public confidence (Kebede et al., 2025).

Wolde and Mengistu (2024) highlighted the growing importance of adaptive and transformational leadership in public sector organizations undergoing reform. Conventional hierarchical leadership models often fall short when addressing complex issues such as housing shortages, infrastructure deficits, and gaps in service delivery (Asefa et al., 2024). Transformational leadership is recognized for its capacity to stimulate innovation, motivate staff, and align organizational objectives with broader national development goals (Wolde & Mengistu, 2024). In the context of Ethiopia's Federal Housing Corporation, adopting transformational leadership can facilitate cultural change, strengthen collaboration across departments, and enhance the institution's responsiveness to the needs of the community.

Leadership in the public sector is instrumental in influencing institutional performance through the development of strategic vision and effective stakeholder engagement. Leaders who clearly communicate the organization's mission and encourage participatory decision-making tend to strengthen institutional resilience and promote sustainable outcomes (Kamran et al., 2024). Within the Federal Housing Corporation (FHC), where housing policy intersects with urban planning, social equity, and economic development, effective leadership requires the integration of diverse priorities and the alignment of teams around common objectives. Achieving this necessitates not only technical expertise but also emotional intelligence, ethical conduct, and a strong commitment to the values of public service (Beck & Storopoli, 2023).

In addition, leadership in the public sector is closely linked to organizational accountability and transparency. Leaders who demonstrate ethical conduct and encourage open communication help foster a culture of trust and high performance (Kebede et al., 2025). In Ethiopia's housing sector, where public scrutiny is intensifying and citizen expectations are high, leaders must ensure effective policy implementation and responsible management of resources. By prioritizing integrity and inclusiveness, transformational leaders can strengthen public confidence and support meaningful institutional reform (Born & Yemiscigil, 2025).

Considering the study's focus on leadership dynamics within the Federal Housing Corporation, examining public leadership offers a valuable perspective on how institutional performance is influenced by strategic actions, organizational culture, and governance practices. Anchoring the research in transformational leadership theory emphasizes the role of visionary, adaptable, and ethically grounded leadership in promoting sustainable housing outcomes. This theoretical and contextual focus underscores the significance of public sector leadership as a foundation for analyzing leadership strategies within Ethiopia's evolving institutional environment (Asefa et al., 2024; Wolde & Mengistu, 2024).

➤ *Institutional Performance*

Institutional performance denotes the degree to which an organization attains its objectives in an efficient, effective, and sustainable manner. In the public sector, performance is commonly assessed through indicators such as service delivery outcomes, resource management, stakeholder satisfaction, and the implementation of policies (Asefa et al., 2024). For organizations like Ethiopia's Federal Housing Corporation (FHC), performance extends beyond internal operational efficiency to reflect the organization's success in fulfilling its mandate to provide equitable and accessible housing. Amid rising public expectations and ongoing resource limitations, institutional performance serves as a key measure of both governance quality and the effectiveness of leadership.

Leadership is pivotal in determining institutional performance, especially within dynamic and reform-focused contexts. Transformational leaders contribute to performance by communicating a clear and inspiring vision, motivating employees, encouraging innovation, and aligning organizational objectives with broader development goals (Kebede et al., 2025). In the Federal Housing Corporation, where housing provision intersects with urban planning, social equity, and infrastructure development, leadership approaches have a direct effect on the organization's capacity to meet community needs and implement policy effectively. Recent research in Ethiopia's public sector indicates that leadership behaviors, particularly those reflecting transformational principles, are positively associated with enhanced institutional outcomes (Wolde & Mengistu, 2024).

Institutional performance is influenced not only by leadership but also by organizational culture, accountability structures, and stakeholder engagement. Leaders who emphasize transparency, ethical behavior, and inclusive governance create environments where performance objectives are well-defined and systematically pursued (Kamran et al., 2024). Within the Federal Housing Corporation, this involves delivering housing projects on schedule, within budget, and in accordance with national standards. Additionally, performance extends beyond tangible outputs to include responsiveness to public feedback, adaptability to changes in policy, and organizational resilience in the face of operational challenges.

Assessing institutional performance in public housing necessitates a multidimensional perspective. While quantitative measures such as the number of housing units completed, budget utilization, and staff productivity are important, they should be complemented by qualitative evaluations of leadership influence, employee engagement, and citizen satisfaction (Beck & Storopoli, 2023). This approach is particularly pertinent in Ethiopia, where housing demand is high and institutional capacity differs across regions. By focusing on leadership, researchers can gain insights into how strategic choices, communication practices, and team dynamics shape or impede organizational performance outcomes.

In the context of this study, which explored leadership dynamics within the Federal Housing Corporation (FHC) of Ethiopia, institutional performance was positioned as a core construct for understanding and evaluating leadership effectiveness within the organization. Guided by transformational leadership theory, the research investigated how visionary, adaptable, and ethically grounded leadership practices shaped the Corporation's ability to fulfill its public mandate. Rather than measuring causal relationships, the study aimed to understand the nuanced ways in which leadership behaviors influence organizational culture, strategic alignment, and service delivery. This perspective positions institutional performance as a lens for analyzing the broader impact of leadership within Ethiopia's public housing sector, offering context-rich insights into how leadership contributes to institutional resilience and reform.

➤ Leadership Strategy

Leadership strategy refers to the deliberate approaches leaders use to set direction, mobilize resources, and influence institutional outcomes. In public sector organizations, strategic leadership involves aligning internal operations with external mandates while fostering a culture of accountability and innovation (Kamran et al., 2024; Kebede et al., 2025). Born and Yemiscigil (2025) and Wolde & Mengistu (2024) shared that effective leadership strategy integrates vision-setting, stakeholder engagement, and performance monitoring to ensure that institutional goals are met despite bureaucratic constraints. Within Ethiopia's Federal Housing Corporation, strategic leadership is essential for navigating housing policy complexities, coordinating interdepartmental efforts, and responding to community needs.

Transformational leadership provides a strategic approach particularly well-suited for reform-oriented public institutions. Leaders employing transformational strategies focus on intellectual stimulation, inspirational motivation, and individualized support to encourage innovation and develop adaptive teams (Asefa et al., 2024; Kant et al., 2024). Such strategies are especially important for the Federal Housing Corporation, where leadership must navigate resource constraints, evolve policy frameworks, and grow public expectations for equitable housing (Kebede & Wolde, 2024; Beck & Storopoli, 2023). Additionally, transformational leaders emphasize ethical behavior and long-term vision, which are essential for fostering institutional resilience and promoting sustainable development (Born & Yemiscigil, 2025; Kamran et al., 2024). Figure 1 illustrates a conceptual framework showing how transformational leadership principles drive strategic leadership components, including (a) vision setting, (b) stakeholder engagement, (c) ethical governance and (d) performance monitoring, which collectively lead institutional outcomes like strategic alignment, sustainability, accountability, adaptability, and public trust.



Fig 1 Illustrates a Conceptual Framework Showing How Transformational Leadership Principles Drive Strategic Leadership Components

Source: Adapted from Kamran et al. (2024); Kebede et al. (2025); Born & Yemiscigil (2025); Wolde & Mengistu (2024); Asefa et al. (2024); Kant et al. (2024); Beck & Storopoli (2023).

Strategic leadership also involves the use of communication, delegation, and feedback systems to ensure alignment across organizational units. In public housing agencies, this means integrating planning, finance, engineering, and community outreach to deliver cohesive housing solutions (Wolde & Mengistu, 2024; Asefa et al., 2024). Leaders who implement strategic coordination mechanisms reduce operational bottlenecks and enhance service delivery (Kebede et al., 2025; Kant et al., 2024). Moreover, strategic leaders foster a culture of continuous improvement by encouraging reflective practice and data-informed decision-making (Beck & Storopoli, 2023; Kamran et al., 2024).

Leadership strategy in the public sector must also be responsive to external pressures such as political mandates, donor expectations, and citizen feedback. Strategic leaders anticipate change, manage risks, and build legitimacy through inclusive governance and transparent communication (Born & Yemiscigil, 2025; Kant et al., 2024). In Ethiopia's FHC, this means aligning housing initiatives with national development plans while adapting to local realities and stakeholder concerns (Kebede & Wolde, 2024; Asefa et al., 2024). Beck and Storopoli (2023) and Kamran et al. (2024) shared that leaders who engage external actors and foster collaborative networks are better positioned to sustain institutional performance and public trust.

In this study, leadership strategy served as a key construct for understanding how leaders within the FHC influence institutional performance. By grounding the current research in transformational leadership theory, the study explored how strategic behaviors such as vision-setting, team empowerment, and adaptive problem-solving contribute to organizational success (Asefa et al., 2024; Born & Yemiscigil, 2025). Kebede et al. (2025) and Wolde and Mengistu (2024) stated that transformational leadership theory offers a nuanced understanding of leadership dynamics in Ethiopia's public housing sector and provides practical insights for strengthening leadership capacity in similar institutional contexts.

➤ *Organizational Effectiveness in Ethiopia*

Organizational effectiveness in Ethiopia's public sector is increasingly viewed as a multidimensional construct encompassing service delivery, resource utilization, stakeholder satisfaction, and institutional adaptability. Asefa et al. (2023) noted that organizational performance in Ethiopia's public sector is deeply influenced by leadership style, strategic clarity, and employee empowerment. In agencies like the Federal Housing Corporation, effectiveness is not only about meeting housing targets but also about aligning operations with national development goals and responding to community needs. Recent reforms have emphasized performance-based management and accountability frameworks to improve institutional outcomes (Duressa & Debela, 2025; Ferede et al., 2024).

Leadership is widely recognized as a key driver of organizational effectiveness in Ethiopia. Transformational leadership has been linked to improved performance, innovation, and employee engagement across public institutions (Kebede, Wolde, & Mengistu, 2025; Kant et al., 2024). According to Duressa and Debela (2025), many Ethiopian public service organizations lack visionary leadership and clear accountability structures, which undermines their ability to deliver services effectively. In contrast, leaders who articulate a compelling vision and foster inclusive decision-making are better positioned to enhance institutional resilience and responsiveness. Within the FHC, transformational leadership can help overcome bureaucratic inertia and drive strategic housing reform.

Organizational effectiveness also depends on internal systems, including performance monitoring, interdepartmental coordination, and knowledge management. Ferede et al. (2024) found that strategic leadership positively influences change management in Ethiopian public organizations, with knowledge management acting as a partial mediator. This underscores the importance of integrating leadership strategy with institutional learning processes. In the FHC, effectiveness requires not only technical competence but also the ability to adapt to policy shifts and engage diverse stakeholders. Leaders who promote transparency and continuous improvement contribute to a culture of accountability and innovation (Born & Yemiscigil, 2025; Beck & Storopoli, 2023).

External factors such as donor expectations, regulatory mandates, and citizen feedback also shape organizational effectiveness. Institutions that build collaborative networks and embrace adaptive governance are more likely to sustain performance and legitimacy (Kamran et al., 2024; Wolde & Mengistu, 2024). In Ethiopia's housing sector, this means aligning institutional strategies with the Growth and Transformation Plan (GTP) while remaining responsive to local urbanization trends. According to Asefa et al. (2023), transformational leadership enables managers to identify opportunities during crisis and foster a healthy organizational culture, which is essential for navigating external pressures.

In the current study, organizational effectiveness served as a key construct for interpreting how leadership strategies influence institutional outcomes. By examining leadership dynamics within the FHC through the lens of transformational leadership theory, the research explored how visionary, ethical, and adaptive practices contribute to institutional performance. This approach provides context-rich insights into the leadership-performance nexus in Ethiopia's public housing sector and offers practical implications for strengthening governance and service delivery across similar institutions (Duressa & Debela, 2025; Ferede et al., 2024; Asefa et al., 2023).

➤ *Summary*

This qualitative case study explored leadership strategies leaders within the Ethiopia's FHC use to drive institutional performance. Grounded in transformational leadership theory, the research explored how visionary, adaptive, and ethically guided leadership practices shape organizational effectiveness in a resource-constrained public sector environment. The study focused on leadership strategies, organizational culture, and stakeholder engagement as key dimensions of institutional performance. Through a systematic literature review and context-specific analysis, the research highlights the relevance of transformational leadership in driving innovation, accountability, and strategic alignment within the FHC. Data collection and analysis procedures were designed to capture rich, contextual insights from organizational actors, offering a nuanced understanding of how leadership behaviors impact institutional outcomes in Ethiopia's public housing sector.

CHAPTER THREE METHODOLOGY

➤ *Purpose of the Study*

The purpose of this qualitative single case study was to explore leadership strategies leaders within the FHC used to drive institutional performance. The study focused on six leaders, managers, and key stakeholders within the FHC in Addis Ababa, Ethiopia, as the specific population group. Using a case study design, this research sought to gain in-depth insights into leadership practices, decision-making processes, and stakeholder engagement strategies that affect institutional performance. The findings may contribute to positive social change by informing leadership development initiatives, strengthening governance structures, and supporting more effective housing policies that enhance sustainable urban development and improve access to housing for Ethiopian communities.

➤ *Research Method Design*

In this sub-section, I addressed two major research methodology components, including the research method and the research design.

➤ *Research Method*

Researchers generally select from three research methods, including qualitative, quantitative, or mixed methods depending on the purpose of the research study (Coe et al., 2025). Dehalwar and Sharma (2024) shared that researchers can use the qualitative method when they aim to explore and understand the complexities of human experiences, behaviors, and social phenomena through non-numerical data. Using the qualitative method, researchers can uncover a particular subject's underlying meanings, motivations, and cultural contexts (Dehalwar & Sharma, 2024; Kuppelwieser & Klaus, 2025). Strijker et al. (2020) suggested that researchers use the quantitative when they aim to quantify variables and analyze relationships between them using statistical techniques. Additionally, researchers can use the quantitative method when they seek to confirm or reject a theory (Chali et al., 2022). However, since I was interested in collecting rich data rather than numerical data, I chose not to use the quantitative method. Moreover, because I was exploring how and why a phenomenon occurs, the mixed method was also inappropriate because it combines both qualitative and quantitative approaches. Therefore, I used the qualitative research method to explore the leadership strategies leaders within the FHC used to drive institutional performance.

➤ *Research Design*

Qualitative research encompasses several methodological approaches, including phenomenology, grounded theory, narrative inquiry, ethnography, and case study designs (Saunders et al., 2019). For the current research study, I selected a single case study to explore leadership dynamics and their influence on institutional performance, while focusing on the case of the FHC in Ethiopia. Hunziker and Blankenagel (2024) suggested that researchers use case study design when they aim to investigate complex phenomena within their real-life context. Additionally, the use of the case study design enables researchers to gather rich and detailed data from real-world settings, which facilitates the discovery of unique aspects of the problem explored, and allows for theoretical development by uncovering patterns and nuances (Oranga & Matere, 2023; Vera, 2023). Unlike grounded theory, which seeks to generate new theoretical models from data, or phenomenology, which emphasizes participants lived experiences (Oranga & Matere, 2023), a single case study is effective to collect rich data from multiple sources, including interviews, observations, documents, and record (Verra, 2023). Moreover, Hunziker and Blankenagel (2024) shared that ethnography and narrative designs are not suitable for the current study because they focus more on cultural practices or storytelling rather than exploring the problem in its real-life setting. Therefore, I used a single case study design to explore the leadership strategies leaders within the FHC use to drive institutional performance.

➤ *Research Questions*

The central research question to the current study was:

- RQ: What leadership strategies did leaders within the FHC use to drive institutional Performance?

➤ *Population and Sampling Strategy*

The target population for this study consisted of six senior and mid-level leaders within Ethiopia's Federal Housing Corporation (FHC), including department heads, project managers, and strategic planners who are directly involved in decision-making and institutional performance. The target participants were selected because they possess firsthand experience with leadership practices, organizational culture, and performance outcomes in the public housing sector. Duessa and Debela (2025) emphasized that leadership effectiveness in Ethiopia's public service organizations is best understood through the lived experiences of those occupying strategic roles. Therefore, the participants' insights were critical for exploring the strategies they used to drive institutional performance.

A purposive sampling strategy was used to identify participants who met specific inclusion criteria relevant to the study's objectives. Purposive sampling is widely used in qualitative research to ensure that participants have rich, context-specific

knowledge of the phenomenon under investigation (Kamran, Uribe, & Heravi, 2024). In this study, participants were selected based on their tenure, leadership role, and involvement in strategic planning or performance evaluation within the FHC. This approach aligns with Patton's (2023) recommendation that information-rich cases are those from which one can learn a great deal about issues of central importance to the purpose of the inquiry. The sample size was determined by the principle of data saturation, where interviews continued until no new themes emerged.

To enhance credibility and diversity of perspectives, maximum variation sampling was also applied within the purposive framework. This allowed for the inclusion of leaders from different departments, levels of authority, and geographic branches of the FHC. Indeed, Beck and Storopoli (2023) noted that maximum variation sampling helps uncover common patterns across diverse cases and strengthens the transferability of qualitative findings. By capturing a wide range of leadership experiences, the study provided a nuanced understanding of how transformational leadership strategies manifest across organizational contexts and influence institutional performance.

➤ *Research Instrument*

The primary research instrument for this qualitative case study was a semi-structured interview protocol designed to elicit rich, context-specific insights into leadership dynamics and institutional performance within Ethiopia's Federal Housing Corporation (FHC). Semi-structured interviews are widely used in qualitative research because they balance consistency across participants with the flexibility to explore emergent themes (Patton, 2023). Kamran et al. (2024) stated that semi-structured interviews enable researchers to probe deeper into leadership behaviors while maintaining alignment with the study's core objectives. The use of semi-structured interviews enables participants to reflect on their leadership experiences, strategic decisions, and perceptions of organizational effectiveness (Saunders et al., 2021).

The final interview guide included open-ended questions, follow-up prompts, and thematic probes to encourage detailed responses and allow participants to elaborate on their experiences (see Appendix A). Interviews were conducted via secure virtual platforms, depending on participant availability. Each session was audio-recorded with consent and transcribed verbatim for analysis (see Appendix B: Participant Consent Form). This approach aligns with best practices in qualitative inquiry, where the research instrument serves not only as a data collection tool but also as a framework for building trust and uncovering nuanced perspectives (Duressa & Debela, 2025; Patton, 2023). The instrument's design and implementation were guided by ethical standards, including informed consent, confidentiality, and voluntary participation.

➤ *Instrument Validation*

Instrument validation is a critical process in qualitative research to ensure that the data collection tool accurately captures the phenomena under investigation. For this study, a semi-structured interview protocol was developed to explore leadership strategies employed by leaders within the Federal Housing Corporation (FHC) to drive institutional performance. The interview questions were aligned with the central research question and grounded in Transformational Leadership Theory to ensure theoretical consistency. According to Creswell and Poth (2018), aligning instruments with the conceptual framework enhances construct validity by ensuring that questions reflect the theoretical constructs being studied.

To establish content validity, the interview protocol underwent expert review by two scholars in leadership studies and one practitioner with extensive experience in Ethiopia's housing sector. Expert validation is widely recommended in qualitative research to confirm that the instrument adequately represents the domain of interest and avoids ambiguity (Saunders et al., 2021). Feedback from these reviewers led to minor revisions in wording to improve clarity and cultural relevance, ensuring that the questions were contextually appropriate for Ethiopian public sector leaders.

Pilot testing was conducted with two senior managers outside the target sample to assess the clarity, relevance, and flow of the interview questions. Pilot interviews help identify potential issues with question interpretation and allow researchers to refine the instrument before full deployment (Allsop et al., 2022). The pilot participants confirmed that the questions were understandable and relevant, and their feedback resulted in slight adjustments to the sequencing of questions to facilitate a more natural conversational flow. This process strengthened the reliability of the instrument by reducing the likelihood of misinterpretation during actual data collection.

Finally, I incorporated methodological triangulation to enhance validity. In addition to interviews, organizational documents such as strategic plans and performance reports were reviewed to corroborate participants' responses. Some researchers shared that the use of triangulation contributes to enhancing credibility, trustworthiness, and depth of research findings by examining a phenomenon from multiple perspectives rather than relying on a single source, method, or interpretation (Patton, 2022; Saunders et al., 2021). By combining expert review, pilot testing, and triangulation the instrument was validated to ensure it effectively captured leadership dynamics and their influence on institutional performance within the FHC.

➤ *Data Collection Procedures*

Data for this study will be collected using semi-structured interviews with purposefully selected leaders from Ethiopia's Federal Housing Corporation (FHC). I selected this method to elicit rich, context-specific insights into leadership behaviors,

strategic decision-making, and perceptions of institutional performance. Patton (2023) and Saunders et al. (2021) shared that qualitative interviews enable researchers to understand the world from the participants' point of view, capturing their experiences and interpretations in depth. Therefore, I conducted semi-structured interviews via secure virtual platforms for ensuring flexibility and accessibility across organizational units.

The interviews for each of the participants last between 35 and 45 minutes and were audio-recorded with participant consent (see Appendix B). Transcription was completed verbatim to preserve the authenticity of responses and support rigorous thematic analysis. Kamran et al. (2024) noted recording and transcribing interviews enhances data accuracy and supports transparent coding procedures. Therefore, I used member checking by returning the transcribed data to the participants so they could confirm its accuracy for validation.

To ensure ethical integrity, participants were provided with informed consent forms (see Appendix B) outlining the study's purpose, confidentiality measures, and their right to withdraw at any time. Data collection adhered to qualitative research standards for credibility, dependability, and confirmability (Beck & Storopoli, 2023). Hence, I took field notes during and immediately after each interview to capture contextual observations and non-verbal cues. These notes contributed to enriching the analytical process by providing additional layers of meaning beyond the verbal transcript. The combination of recorded interviews, field notes, and iterative engagement with participants ensured a robust and ethically sound data collection process tailored to the complexities of leadership within Ethiopia's public housing sector.

➤ *Data Analyses*

Data analysis in this qualitative study followed a thematic approach, allowing for the systematic identification, organization, and interpretation of patterns across participant narratives. After transcription, I reviewed all interviews multiple times to ensure familiarity and immersion. Patton (2023) shared that qualitative analysis begins with immersion in the data, allowing the researcher to identify recurring concepts and relationships. This iterative process enabled me to capture nuanced insights into leadership behaviors, strategic decisions, and institutional performance within the Federal Housing Corporation (FHC).

Researchers can use several computer-assisted qualitative data analysis software (CAQDAS) to analyze data (Saunders et al., 2021). For my current study, I used NVivo 14 to analyze data. Patton (2023) and Saunders et al. (2021) shared that the use of NVivo facilitate systematic coding, theme development, and pattern recognition across interview transcripts. NVivo contributes to enhancing analytic rigor by enabling researchers to organize, retrieve, and interrogate data efficiently (Patton, 2023). Indeed, the use of NVivo enabled me for transparent coding procedures and traceable analytic decisions, which are essential for maintaining credibility in qualitative research.

➤ *Summary*

Chapter 3 outlined the methodological framework of the study, detailing key components, including the purpose statement initially introduced in Chapter 1 and the rationale behind the selected research method and design. This chapter also presented the central research question and elaborated on the population and sampling strategy, the development and validation of the research instrument, as well as the procedures for data collection and analysis. Chapters 4 and 5 provided a comprehensive presentation of the research findings, including a thematic analysis, summary of results, and interpretation of key insights. The study concluded with practical recommendations and suggestions for future research directions.

CHAPTER FOUR

ANALYSIS AND PRESENTATION OF RESULTS

➤ *Details of Analysis and Results*

The current qualitative case study aimed to explore leadership dynamics and their influence on institutional performance within the Federal Housing Corporation (FHC) in Ethiopia. The purpose of the study was to identify the strategies leaders employ to enhance organizational effectiveness and achieve sustainable housing development goals. The target population consisted of senior leaders and managers within the FHC who have demonstrated experience in implementing leadership strategies that impact institutional outcomes. Leadership effectiveness is widely recognized as a critical factor in driving organizational success, particularly in public institutions responsible for delivering essential services such as housing (Northouse, 2022; Yukl, 2023). The World Bank (2023) emphasized that effective governance and leadership are fundamental to addressing housing shortages and promoting sustainable urban development in emerging economies. Similarly, the African Development Bank Group (2023) highlighted that Ethiopia faces significant challenges in meeting housing demands, requiring robust leadership strategies to align institutional goals with national development priorities.

- *The Central Research Question Guiding this Study Was:*

✓ RQ: What leadership strategies do leaders within the FHC use to drive institutional performance?

To answer this question, I conducted semi-structured interviews with selected leaders at the FHC. Qualitative researchers often employ systematic approaches to analyze interview data (Saunders et al., 2019). Following best practices suggested by Allsop et al. (2022), I used thematic analysis supported by NVivo 14 software to identify patterns and themes within the transcribed data. The analysis process involved several steps. First, audio-recorded interviews were transcribed verbatim and organized into an electronic database. Field notes were digitized and integrated into the dataset. Second, initial codes were generated based on recurring concepts related to leadership strategies, institutional performance, and organizational practices. Third, codes were grouped into broader categories, leading to the emergence of five major themes that represent the strategies leaders use to enhance institutional performance.

The five themes that emerged from the analysis were (a) Leadership Approaches and Styles, (b) Strategic Alignment and Institutional Performance, (c) Sustainability and Community Impact, (d) Accountability, Transparency, and (e) Stakeholder Engagement, and Leadership Effectiveness and Capacity Building. Leaders described employing transformational and adaptive leadership styles to inspire teams and foster innovation. Collaborative decision-making was emphasized to improve organizational responsiveness and service delivery. Strategic alignment emerged as a critical strategy, with participants highlighting efforts to link organizational objectives to national housing policies and performance indicators. Sustainability was another dominant theme, as respondents stressed the importance of integrating environmental and social considerations into housing projects while balancing short-term performance targets with long-term community development goals. Accountability and transparency were identified as essential for building trust among stakeholders, with leaders reporting the use of participatory governance models to strengthen engagement. Finally, leadership effectiveness and capacity building were discussed extensively, with participants emphasizing continuous professional development and training initiatives to enhance collaboration, decision-making, and overall organizational performance.

These findings provided valuable insights into the leadership strategies that drive institutional performance within the FHC. Future leaders in Ethiopia's housing sector can use these results to design effective leadership frameworks, improve service delivery, and achieve sustainable development objectives. The themes identified in this study contribute to the broader literature on public sector leadership and offer practical recommendations for strengthening governance and institutional capacity in housing development.

- *Theme 1: Leadership Approaches and Styles*

Leadership Approaches and Styles was the first theme that emerged from the NVivo 14 analysis. Transformational leadership theory emphasizes inspiring and motivating followers through vision, intellectual stimulation, and individualized consideration, which are essential for driving organizational change and performance (Bass & Riggio, 2021; Northouse, 2022). All six participants in the current study highlighted that transformational leadership is central to the FHC's success in achieving housing development goals. For example, FHC1 and FHC2 noted that transformational leaders create a compelling vision that energizes employees and fosters commitment to institutional objectives.

FHC4 explained, "A transformational approach helps us inspire our teams and create a shared vision, which is essential for driving long-term institutional success." Similarly, FHC3 stated, "When leaders adopt participatory and collaborative styles, decision-making becomes more inclusive, and employees feel empowered to contribute to organizational goals." FHC5 and FHC6 emphasized that transformational leadership practices such as encouraging innovation and recognizing individual contributions build trust and enhance organizational adaptability.

Transformational leadership within the FHC is not only about inspiring employees but also about creating a culture of shared responsibility and innovation. Several participants emphasized that leaders who adopt transformational approaches encourage open dialogue and collaborative problem-solving, which enhances organizational adaptability. FHC2 explained that “When leaders involve employees in decision-making, it creates ownership and accountability, which improves performance outcomes.” This participatory style reflects the intellectual stimulation component of transformational leadership, where leaders challenge existing processes and invite creative solutions to complex housing challenges (Bass & Riggio, 2021). Such practices are particularly relevant in Ethiopia’s housing sector, where resource constraints and rapid urbanization demand innovative approaches to service delivery.

Table 1 Subthemes for Theme 1 (Leadership Approaches and Styles), Number of Participants, and Percentage (N = 6)

Subtheme	Number of Participants	Percentage of participants
Centrality of transformational leadership to FHC success	6	100%
Vision-setting and shared vision	3	50%
Participatory/collaborative decision making	2	33.3%
Encouraging innovation & recognizing individual contributions	2	33.3%
Individualized consideration & mentorship	1	16.7%
Ethical conduct/idealized influence (stakeholder trust, reputation)	1	16.7%

Another critical aspect which the participants highlighted was the role of individualized consideration in leadership effectiveness. For example, FHC5 noted that “Recognizing individual contributions and providing mentorship opportunities motivates employees to perform beyond expectations.” This aligns with research suggesting that transformational leaders who invest in employee development foster higher levels of engagement and organizational commitment (Northouse, 2022; Dinh et al., 2023). By tailoring support to individual needs, leaders within the FHC create an environment where employees feel valued and empowered, which strengthens institutional capacity and resilience.

Finally, participants linked transformational leadership to improved stakeholder relationships and organizational reputation. FHC6 stated, “Our leadership style influences how external partners perceive us; when we demonstrate integrity and vision, stakeholders are more willing to collaborate.” This observation underscores the idealized influence component of transformational leadership, which builds trust and credibility both internally and externally (Yukl, 2023). In a public institution like the FHC, where transparency and accountability are critical, leadership approaches that emphasize ethical conduct and visionary thinking contribute to long-term sustainability and public confidence. These findings reinforce the argument that transformational leadership is not only a driver of internal performance but also a strategic tool for strengthening external partnerships and achieving broader development objectives.

Themes 1, which is leadership approaches and styles aligns with recent research indicating that transformational leadership is particularly effective in public sector organizations facing complex socio-economic challenges because it promotes innovation, resilience, and stakeholder engagement (Dinh et al., 2023; Yukl, 2023). Ultimately, the evidence suggests that transformational leadership approaches within the FHC not only improve institutional performance but also strengthen the organization’s capacity to deliver sustainable housing solutions.

• Theme 2: Strategic Alignment and Institutional Performance

Strategic Alignment and Institutional Performance was the second theme that emerged from the NVivo 14 analysis. Transformational leadership theory emphasizes the importance of articulating a clear vision and aligning organizational objectives with broader institutional and societal goals (Bass & Riggio, 2021; Northouse, 2022). All six participants in the current study underscored that strategic alignment is essential for improving institutional performance at the FHC. For example, FHC1 and FHC2 explained that transformational leaders ensure that housing development strategies are integrated with Ethiopia’s national housing policies and long-term urban development plans.

FHC4 stated, “Our leadership approach focuses on aligning every departmental goal with the corporation’s strategic vision, which helps us maintain consistency and accountability.” Similarly, FHC3 noted, “When leaders communicate a clear vision and link it to measurable performance indicators, employees understand how their work contributes to institutional success.” FHC5 and FHC6 emphasized that strategic alignment also involves continuous monitoring and evaluation to ensure that short-term operational targets do not compromise long-term sustainability objectives.

Strategic alignment within the FHC is not only about linking departmental objectives to the corporation’s vision but also about ensuring that these objectives reflect Ethiopia’s broader socio-economic development priorities. Several participants emphasized that transformational leaders play a critical role in bridging organizational goals with national housing strategies. FHC2 explained, “When our leadership aligns projects with government housing policies, it creates synergy and avoids duplication of efforts.” This observation reflects the inspirational motivation component of transformational leadership, where leaders articulate a shared vision that connects institutional performance to societal progress (Bass & Riggio, 2021). Such alignment is particularly vital in Ethiopia, where housing development is intertwined with urban planning, poverty reduction, and economic growth.

Table 2 Subthemes for Theme 2 (Strategic Alignment and Institutional Performance), Number of Participants, and Percentage (N = 6)

Subtheme	Number of Participants	Percentage of participants
Alignment with national housing policies and development plans	6	100%
Linking departmental goals to strategic vision	4	66.7%
Communication of vision and measurable performance indicators	3	50%
Continuous monitoring and evaluation	2	33.3%
Integration with socio-economic priorities	2	33.3%
Transparency and stakeholder confidence	1	16.7%

Another important aspect highlighted by participants was the role of continuous performance monitoring and evaluation in sustaining strategic alignment. FHC5 noted that “We use key performance indicators to track progress and adjust strategies when necessary to remain aligned with our long-term goals.” This practice demonstrates intellectual stimulation, as transformational leaders encourage adaptive thinking and evidence-based decision-making to maintain coherence between short-term operational targets and long-term sustainability objectives (Northouse, 2022). Recent studies confirm that organizations that integrate dynamic monitoring systems into their leadership strategies are better equipped to respond to policy changes and resource constraints (Dinh et al., 2023).

Finally, participants linked strategic alignment to organizational accountability and stakeholder confidence. FHC6 stated, “When our goals are clearly aligned with national priorities and communicated transparently, stakeholders trust our leadership and support our initiatives.” This observation underscores the idealized influence component of transformational leadership, which builds credibility and fosters trust among internal and external stakeholders (Yukl, 2023). In a public institution like the FHC, where transparency and accountability are critical, strategic alignment serves as both a performance driver and a governance mechanism. These findings suggest that transformational leadership not only facilitates internal coherence but also strengthens external legitimacy, enabling the FHC to deliver housing solutions that contribute to Ethiopia’s long-term development agenda.

Recent research supports these findings, indicating that transformational leaders play a pivotal role in aligning organizational strategies with external policy frameworks and stakeholder expectations, thereby enhancing institutional adaptability and performance (Dinh et al., 2023; Yukl, 2023). Ultimately, the evidence suggests that strategic alignment, guided by transformational leadership principles, enables the FHC to achieve coherence between its mission and operational practices, fostering efficiency and long-term impact.

• Theme 3: Sustainability and Community Impact

Sustainability and Community Impact was the third theme that emerged from the NVivo 14 analysis. Transformational leadership theory emphasizes creating a compelling vision that inspires followers to pursue long-term goals beyond immediate organizational interests (Bass & Riggio, 2021; Northouse, 2022). All six participants in the current study highlighted that sustainability and community impact are central to leadership strategies within the FHC. For example, FHC1 and FHC2 noted that leaders prioritize environmentally responsible housing projects and integrate social considerations to ensure equitable access for vulnerable populations.

FHC4 shared that “Our leadership approach focuses on balancing short-term housing targets with long-term community development, which requires continuous innovation and stakeholder engagement.” Similarly, FHC3 stated, “Sustainability is not just about building houses; it’s about creating livable communities that can thrive for generations.” FHC5 and FHC6 emphasized that transformational leaders encourage intellectual stimulation by promoting green building technologies and resource-efficient designs, while also fostering partnerships with local communities to enhance social inclusion.

Sustainability within the FHC extends beyond environmental considerations to encompass social equity and community well-being. Several participants emphasized that housing projects must address the diverse needs of Ethiopia’s population, particularly vulnerable groups. FHC2 explained, “We design housing programs that prioritize affordability and accessibility for low-income families because sustainable development is about inclusion.” This approach reflects the individualized consideration component of transformational leadership, where leaders tailor strategies to meet the unique needs of communities (Bass & Riggio, 2021). By embedding social responsibility into housing initiatives, the FHC ensures that development efforts contribute to poverty reduction and improved quality of life.

Table 3 Subthemes for Theme 3 (Sustainability and Community Impact), Number of Participants, and Percentage (N = 6)

Subtheme	Number of Participants	Percentage of participants
Environmental sustainability (environmentally responsible projects, green materials, energy/resource-efficient designs)	4	66.7%
Social equity & inclusion (equitable access, affordability, accessibility for vulnerable/low-income groups; partnerships to foster inclusion)	4	66.7%
Long-term community development & livability (vision beyond housing units; thriving communities)	2	33.3%
Stakeholder engagement & community participation (resident ownership, collaborative governance, partnerships with communities/NGOs/private actors)	3	50%
Transformational leadership mechanisms enabling sustainability (intellectual stimulation, individualized consideration, inspirational motivation/idealized influence)	3	50%
Economic & operational sustainability (reducing environmental impact and operational costs via efficient design)	1	16.7%

Another critical aspect highlighted by participants was the integration of innovative technologies and resource-efficient practices to promote environmental sustainability. FHC5 noted, “We are exploring green building materials and energy-efficient designs to reduce environmental impact and operational costs.” This aligns with the intellectual stimulation construct of transformational leadership, which encourages creative problem-solving and challenges traditional practices (Northouse, 2022). Recent studies confirm that organizations adopting sustainable technologies not only reduce ecological footprints but also enhance long-term economic viability (Dinh et al., 2023). For the FHC, these innovations are essential for addressing rapid urbanization while minimizing strain on natural resources.

Finally, participants linked sustainability to stakeholder engagement and collaborative governance. FHC6 stated, “Community involvement is key; when residents participate in planning, they take ownership of the projects, which ensures long-term success.” This observation underscores the idealized influence and inspirational motivation components of transformational leadership, as leaders build trust and inspire collective action toward shared sustainability goals (Yukl, 2023). In Ethiopia’s housing sector, where resource limitations and socio-political complexities pose challenges, fostering partnerships with local communities, NGOs, and private actors strengthens resilience and adaptability. These findings suggest that sustainability and community impact, guided by transformational leadership principles, are not isolated objectives but integral to institutional performance and national development.

Recent research supports these observations, indicating that transformational leadership is strongly associated with sustainability initiatives because it motivates organizations to adopt innovative practices and prioritize social responsibility (Dinh et al., 2023; World Bank Group, 2023). Ultimately, the findings suggest that sustainability and community impact, guided by transformational leadership principles, enable the FHC to deliver housing solutions that are environmentally sound, socially equitable, and aligned with Ethiopia’s long-term development goals.

• Theme 4: Accountability, Transparency

Accountability, Transparency, and Stakeholder Engagement was the fourth theme that emerged from the NVivo 14 analysis. Transformational leadership theory emphasizes ethical conduct and trust-building as part of idealized influence, which is essential for fostering transparency and accountability in public institutions (Bass & Riggio, 2021; Northouse, 2022). All six participants in the current study highlighted that accountability and transparency are critical for maintaining stakeholder trust and ensuring institutional performance.

For example, FHC1 and FHC2 noted that leaders implement clear reporting systems and performance audits to promote openness in decision-making. FHC4 shared that “Transparency in leadership practices helps us build credibility with stakeholders and ensures that resources are used effectively.” Similarly, FHC3 stated, “Accountability mechanisms, such as regular performance reviews and public reporting, create trust and reduce the risk of mismanagement.” FHC5 and FHC6 emphasized that stakeholder engagement is equally important, as it allows leaders to incorporate community feedback and align housing projects with local needs.

Accountability within the FHC is not limited to internal reporting but extends to external stakeholders, including government agencies, housing beneficiaries, and development partners. Several participants emphasized that transparent communication of project progress and financial management builds trust and reduces the risk of corruption. FHC2 explained, “We publish quarterly reports and hold stakeholder meetings to ensure everyone understands how resources are allocated.” This practice reflects the idealized influence component of transformational leadership, where leaders’ model ethical behavior and integrity, reinforcing organizational credibility (Bass & Riggio, 2021). In Ethiopia’s public sector, where governance challenges often undermine service delivery, such transparency mechanisms are essential for sustaining institutional legitimacy.

Table 4 Subthemes for Theme 4 (Accountability and Transparency), Number of Participants, and Percentage (N = 6)

Subtheme	Number of Participants	Percentage of participants
Reporting systems, audits, and performance reviews (clear reporting, performance audits, regular reviews)	4	66.7%
Public reporting & transparent communication (quarterly reports, openness that builds credibility/trust)	3	50%
Stakeholder engagement & participatory governance (stakeholder meetings, community feedback, oversight committees)	3	50%
Resource stewardship & risk mitigation (effective resource use)	3	50%
Organizational learning & continuous improvement	1	16.7%
Ethical leadership & integrity modeling (idealized influence)	1	16.7%

Another critical aspect which participants highlighted was the role of participatory governance in strengthening accountability. For instance, FHC5 noted, “We involve community representatives in oversight committees, which helps us maintain fairness and responsiveness.” This approach aligns with inspirational motivation, as transformational leaders inspire collective responsibility and encourage stakeholders to contribute to decision-making processes (Northouse, 2022). Recent studies confirmed that participatory governance enhances institutional performance by fostering inclusivity and reducing resistance to policy implementation (Dinh et al., 2023). For the FHC, these practices ensure that housing projects reflect community priorities and maintain public confidence.

Finally, participants linked accountability and transparency to organizational learning and continuous improvement. FHC6 stated, “Regular audits and feedback sessions help us identify gaps and improve our systems.” This observation underscores the intellectual stimulation component of transformational leadership, which promotes critical thinking and adaptive strategies to address emerging challenges (Yukl, 2023). By institutionalizing feedback loops and performance reviews, the FHC creates a culture of accountability that not only safeguards resources but also drives innovation and efficiency. These findings suggest that accountability and transparency, guided by transformational leadership principles, are not merely compliance measures but strategic tools for enhancing institutional resilience and stakeholder trust.

Recent research supported these findings, indicating that transformational leaders strengthen governance by promoting participatory decision-making and ethical standards, which enhance institutional legitimacy and stakeholder confidence (Dinh et al., 2023; World Bank Group, 2023). Ultimately, the evidence suggests that accountability and transparency, guided by transformational leadership principles, enable the FHC to maintain integrity, improve service delivery, and foster collaborative relationships with stakeholders.

- *Theme 5: Stakeholder Engagement, and Leadership Effectiveness and Capacity Building*

Stakeholder Engagement and Leadership Effectiveness and Capacity Building was the fifth theme that emerged from the NVivo 14 analysis. Transformational leadership theory emphasizes idealized influence and individualized consideration, which are critical for building trust with stakeholders and developing leadership capacity within organizations (Bass & Riggio, 2021; Northouse, 2022). All six participants in the current study highlighted that engaging stakeholders and investing in leadership development are essential strategies for improving institutional performance at the FHC.

For example, FHC1 and FHC2 noted that leaders actively involve community representatives, government agencies, and private partners in decision-making processes to ensure housing projects reflect local needs. FHC4 shared that “Stakeholder engagement helps us build credibility and secure resources, while leadership development ensures that our managers have the skills to implement strategic plans effectively.” Similarly, FHC3 stated, “We prioritize training programs and mentorship initiatives because strong leadership capacity is the foundation for sustainable institutional growth.”

Stakeholder engagement within the FHC goes beyond consultation; it involves creating collaborative platforms where diverse voices influence housing policy and project implementation. Several participants emphasized that inclusive engagement fosters trust and ensures that housing solutions reflect community priorities. FHC2 explained, “When we involve local communities and government agencies early in the planning process, it reduces resistance and builds ownership.” This approach reflects the idealized influence component of transformational leadership, where leaders model transparency and ethical behavior to strengthen relationships with stakeholders (Bass & Riggio, 2021). In Ethiopia’s housing sector, where public confidence in governance is critical, such engagement strategies enhance legitimacy and social acceptance of development initiatives.

Another important aspect highlighted by participants was the role of leadership development in sustaining institutional performance. FHC4 noted, “We invest in continuous training and mentorship programs because strong leadership capacity is the backbone of organizational success.” This aligns with the individualized consideration construct of transformational leadership, which emphasizes personalized support and professional growth opportunities for team members (Northouse, 2022). Recent research confirms that leadership development programs improve decision-making, adaptability, and innovation in public institutions, enabling them to manage complex challenges effectively (Dinh et al., 2023). For the FHC, these initiatives ensure that future leaders are equipped to maintain strategic alignment and deliver sustainable housing solutions.

Table 5 Subthemes for Theme 5 (Stakeholder Engagement, and Leadership Effectiveness and Capacity Building) Number of Participants, and Percentage (N = 6)

Subtheme	Number of Participants	Percentage of participants
Inclusive stakeholder engagement & participatory decision-making (active involvement of community, government, private partners; early engagement)	2	33.3%
Stakeholder engagement outcomes (trust, credibility/legitimacy, resource mobilization, alignment with local needs; reduced resistance/ownership)	3	50%
Leadership capacity building (training, mentorship, continuous development to implement strategy and sustain growth)	3	50%
Collaboration & knowledge sharing strengthen resilience and adaptability		
Organizational resilience & long-term impact via partnerships + capacity building (network of support to navigate resource constraints and policy changes)	2	33.3%
Transformational leadership mechanisms enabling engagement & capacity (idealized influence, individualized consideration, inspirational motivation, intellectual stimulation)	1	16.7%
	3	50%

FHC5 and FHC6 emphasized that transformational leaders encourage collaboration and knowledge sharing, which strengthens organizational resilience and adaptability. Recent research supports these findings, indicating that stakeholder engagement fosters trust and accountability, while leadership development enhances organizational capability to manage complex housing challenges (Dinh et al., 2023; World Bank Group, 2023). Ultimately, the evidence suggests that stakeholder engagement and leadership capacity building, guided by transformational leadership principles, enable the FHC to deliver inclusive housing solutions and maintain long-term institutional effectiveness.

Finally, participants linked stakeholder engagement and leadership capacity building to organizational resilience and long-term impact. FHC6 stated, “Collaboration with external partners and internal leadership development creates a network of support that helps us navigate resource constraints and policy changes.” This observation underscores the inspirational motivation and intellectual stimulation components of transformational leadership, as leaders inspire collective action and encourage creative problem-solving to overcome systemic challenges (Yukl, 2023). By fostering partnerships and investing in human capital, the FHC strengthens its ability to adapt to evolving socio-economic conditions while maintaining its commitment to inclusive and sustainable housing development. These findings suggest that stakeholder engagement and leadership effectiveness are not isolated strategies but mutually reinforcing pillars of institutional success.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

➤ *Summary of the Results*

The purpose of this qualitative case study was to explore the leadership strategies that leaders within the Federal Housing Corporation (FHC) in Ethiopia use to drive institutional performance. The target population consisted of six senior leaders and managers within the FHC who have demonstrated experience in implementing leadership strategies that influence organizational outcomes. The analysis of data through NVivo 14 enabled me to identify five key themes: Leadership Approaches and Styles, Strategic Alignment and Institutional Performance, Sustainability and Community Impact, Accountability and Transparency, and Stakeholder Engagement and Leadership Effectiveness and Capacity Building. These five themes reflect the core constructs of Transformational Leadership Theory, including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2021; Northouse, 2022).

All six participants emphasized that leadership approaches and styles are foundational to institutional success. Transformational leadership practices, such as articulating a compelling vision, fostering collaboration, and encouraging innovation were consistently identified as critical for motivating employees and aligning organizational efforts with strategic goals. Participants noted that transformational leaders inspire commitment and adaptability, which are essential for navigating the complex challenges of Ethiopia's housing sector.

Strategic alignment emerged as another dominant theme. Leaders reported that aligning organizational objectives with national housing policies and development priorities ensures coherence and accountability. Clear communication of strategic goals and measurable performance indicators was highlighted as a key driver of institutional performance. Participants stressed that transformational leadership facilitates this alignment by promoting shared vision and intellectual stimulation across all levels of the organization.

Sustainability and community impact were also central to leadership strategies. Participants described efforts to integrate environmental and social considerations into housing projects, emphasizing that transformational leaders encourage innovative solutions such as green building technologies and inclusive planning. These practices enable the FHC to balance short-term operational targets with long-term community development objectives.

Accountability and transparency were identified as essential for maintaining stakeholder trust and institutional integrity. Leaders reported implementing performance audits, public reporting systems, and participatory governance mechanisms to ensure openness in decision-making. These practices align with transformational leadership's emphasis on ethical conduct and trust-building.

Finally, stakeholder engagement and leadership capacity building were highlighted as critical for sustaining institutional performance. Participants noted that engaging communities, government agencies, and private partners fosters collaboration and resource mobilization. Additionally, leadership development programs and mentorship initiatives strengthen organizational resilience and adaptability. Transformational leaders play a pivotal role in these processes by promoting individualized consideration and empowering future leaders.

Overall, the findings suggest that transformational leadership strategies enable the FHC to enhance institutional performance, foster innovation, and achieve sustainable housing development goals. These results contribute to the broader literature on public sector leadership and provide practical insights for policymakers and organizational leaders seeking to improve governance and service delivery in Ethiopia's housing sector.

➤ *Discussion of the Results*

In the context of Ethiopia, leadership strategies within the Federal Housing Corporation (FHC) serve as a foundational element for improving institutional performance and achieving sustainable housing development goals. The findings of this study revealed that transformational leadership approaches, characterized by vision articulation, intellectual stimulation, and individualized consideration are central to driving organizational success. Leadership approaches and styles emerged as a critical theme, with participants emphasizing that transformational leadership fosters innovation, collaboration, and employee motivation. This is particularly important in Ethiopia's housing sector, where institutional capacity and resource constraints require leaders to inspire commitment and adaptability to meet growing housing demands.

Strategic alignment was another key theme, as leaders reported that aligning organizational objectives with national housing policies and development priorities ensures coherence and accountability. Transformational leaders play a pivotal role in this process by communicating a compelling vision and linking it to measurable performance indicators. This alignment is essential in a developing economy where policy consistency and institutional stability are necessary to maintain progress toward long-term housing goals.

Sustainability and community impact were highlighted as integral to leadership strategies. Participants noted that housing development must go beyond physical construction to address environmental and social considerations. Transformational leadership encourages innovative solutions, such as green building technologies and inclusive planning, which enable the FHC to balance short-term operational targets with long-term community well-being. This approach aligns with global best practices emphasizing resilience and social equity in housing development (World Bank Group, 2023).

Accountability and transparency were identified as essential for maintaining stakeholder trust and institutional integrity. Leaders reported implementing performance audits, public reporting systems, and participatory governance mechanisms to ensure openness in decision-making. These practices reflect transformational leadership's emphasis on ethical conduct and trust-building, which are critical for reducing corruption risks and enhancing public confidence in government institutions.

Finally, stakeholder engagement and leadership capacity building emerged as vital strategies for sustaining institutional performance. Participants emphasized that engaging communities, government agencies, and private partners fosters collaboration and resource mobilization, while leadership development programs strengthen organizational resilience. Transformational leaders facilitate these processes by promoting individualized consideration and empowering future leaders, ensuring that the FHC remains adaptive and capable of meeting Ethiopia's evolving housing needs.

Overall, the results demonstrate that transformational leadership strategies enable the FHC to enhance institutional performance, foster innovation, and achieve sustainable housing development objectives. These findings contribute to the broader literature on public sector leadership and provide practical insights for policymakers and organizational leaders seeking to improve governance and service delivery in Ethiopia's housing sector.

➤ *Conclusions and Practical Recommendations*

In conclusion, enhancing institutional performance within the Federal Housing Corporation (FHC) in Ethiopia requires a holistic leadership approach grounded in transformational leadership principles. The findings of this study revealed that five interconnected strategies leadership approaches and styles, strategic alignment, sustainability and community impact, accountability and transparency, and stakeholder engagement with capacity building are essential for achieving organizational effectiveness and long-term housing development goals.

Each of these strategies reinforces the others: transformational leadership fosters innovation and collaboration, strategic alignment ensures coherence with national priorities, sustainability integrates social and environmental considerations, accountability builds trust, and stakeholder engagement strengthens partnerships and resource mobilization. Without these interconnected elements, institutional performance risks stagnation, inefficiencies, and failure to meet Ethiopia's growing housing demands. Therefore, leadership effectiveness in the FHC is not only about achieving short-term operational targets but also about building resilient systems and relationships that support sustainable development and public trust.

Based on these findings, several practical recommendations are proposed. First, the FHC should institutionalize transformational leadership practices by providing continuous leadership development programs that emphasize vision articulation, ethical governance, and collaborative decision-making. Second, strategic alignment mechanisms should be strengthened through clear communication of organizational goals, integration with national housing policies, and regular performance monitoring. Third, sustainability must be embedded in all housing projects by adopting green building technologies, promoting inclusive community planning, and ensuring long-term environmental and social impact.

Fourth, accountability and transparency should be enhanced through robust reporting systems, participatory governance frameworks, and stakeholder feedback mechanisms to foster trust and reduce corruption risks. Finally, the FHC should prioritize stakeholder engagement and capacity building by creating platforms for community involvement, strengthening partnerships with private and public actors, and investing in training programs for managers and staff. By implementing these recommendations, the FHC can create a leadership-driven culture that promotes institutional excellence, innovation, and sustainable housing development for Ethiopia's future.

➤ *Recommendations for Further Research*

Future research should explore whether the leadership strategies identified in this study are consistent across other public sector organizations in Ethiopia or similar developing economies. A comparative analysis between the Federal Housing Corporation and other government agencies such as those in health, education, or infrastructure could reveal whether transformational leadership practices universally enhance institutional performance or if sector-specific adaptations are required. Such studies would provide broader insights into leadership effectiveness in diverse public service contexts.

While this study employed a qualitative approach to understanding leadership dynamics, future research could adopt a quantitative or mixed methods design to measure the direct impact of transformational leadership on institutional performance indicators. For example, researchers could examine correlations between leadership behaviors and measurable outcomes such as

project completion rates, service delivery efficiency, and stakeholder satisfaction. This would strengthen the evidence base by providing statistical validation of the qualitative findings.

Further research should investigate the long-term effects of leadership development programs within the FHC and similar organizations. A longitudinal study tracking leaders over time could assess how continuous training, mentorship, and capacity-building initiatives influence organizational adaptability and sustainability. Such research would help determine whether leadership interventions produce lasting improvements in institutional performance and resilience.

Future researchers should examine how cultural norms, organizational structures, and socio-political contexts influence the application of transformational leadership in Ethiopia. Leadership practices may be shaped by hierarchical traditions, resource limitations, and governance frameworks unique to the region. Understanding these contextual factors would enable policymakers and practitioners to design leadership strategies that are culturally sensitive and practically feasible, ensuring greater effectiveness in public sector reform.

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APPENDICES

APPENDIX A: INTERVIEW QUESTIONS

- What leadership approaches or styles do you observe within the Federal Housing Corporation?
- What role do leadership practices play in shaping institutional performance at the FHC?
- In what ways does your leadership strategy contribute to sustainable housing development?
- How do you balance short-term performance goals with long-term community impact?
- What leadership practices have helped improve service delivery to housing beneficiaries?
- What practices do you believe are most effective in improving institutional performance at the FHC?
- What performance indicators do you prioritize when evaluating institutional success?
- How do you ensure accountability and transparency in your leadership practices?
- What challenges have you faced in aligning leadership strategy with institutional goals?
- What leadership qualities or actions have you found to enhance collaboration and decision-making within the organization?
- What opportunities exist for leaders at the FHC to strengthen stakeholder engagement and accountability?
- What recommendations would you suggest for improving leadership effectiveness to achieve sustainable housing development goals?

APPENDIX B: PARTICIPANT CONSENT FORM

You are invited to take part in a research study about “Exploring Leadership Dynamics and Their Influence on Institutional Performance: A Qualitative Case Study of the Federal Housing Corporation in Ethiopia.” The researcher is inviting ____ to be in the study. I obtained your name/contact info via ____.

This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study is being conducted by a researcher named Reshad Kemal Seid, who is a doctoral student at Key West University.

➤ *Background Information:*

The purpose of this qualitative single case study is to explore leadership strategies leaders within the FHC use to drive institutional performance. The research will be qualitative and semi-structured predetermined survey questions will be sent to you to learn from practical experiences.

➤ *Procedures:*

If you agree to take part in this study, you will be invited to participate in a single semi-structured interview, where you will have the opportunity to share your insights and experiences regarding leadership strategies you have used to drive institutional performance within FHC. The interview will consist of 12 open-ended questions, and you will receive the interview questions beforehand to aid in your preparation. To ensure convenience, the interviews will be conducted through a virtual platform. Following the interview, you will be provided with transcriptions of the interviews for review, allowing for any necessary comments or corrections to be made.

➤ *Here are Some Sample Questions:*

- What leadership approaches or styles do you observe within the Federal Housing Corporation?
- What role do leadership practices play in shaping institutional performance at the FHC?
- In what ways does your leadership strategy contribute to sustainable housing development?
- How do you balance short-term performance goals with long-term community impact?
- What leadership practices have helped improve service delivery to housing beneficiaries?
- What practices do you believe are most effective in improving institutional performance at the FHC?

➤ *Voluntary Nature of the Study:*

This study is voluntary. You are free to accept or turn down the invitation. No one at Key West University will treat you differently if you decide not to be in the study. If you decide to be in study now, you can still change your mind later. You may stop at any time.

➤ *Risks and Benefits of Being in Study:*

Being in this study would not pose a risk to your safety or well-being. Participating in this research endeavor would provide your organization with a direct advantage. By engaging in this study, you will gain access to the research findings, as well as robust recommendations that have the potential to drive institutional performance within FHC. This, in turn, can lead to improving staff performance at FHC and to heightened success rates for FHC’s projects.

➤ *Payment:*

There is no financial remuneration available for individuals who wish to participate in this research study.

➤ *Privacy:*

Reports coming out of this study will not share the identities of individual participants. The researcher will not use your personal information for any purpose outside of this research project. Data will be kept secure by Key West University. Data will be kept for a period of at least 5 years, as required by the university.

➤ *Contacts and Questions:*

You may ask any questions you have now. Or if you have questions later, you may contact the researcher email: reshadk2025@gmail.com

➤ *Obtaining Your Consent*

If you feel you understand the study well enough to decide about it, please indicate your consent by signing below.

Printed Name of Participant: _____

Date of consent: _____

Participant's Signature: _____

Researcher's Signature: _____